

Enterprise Architecture as an Effective IT Management Tool



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Independent Thinking. Honest Advice.

Outline

- Defining Enterprise Architecture
- Models and Frameworks
- Value of EA for Strategy and Management
- EA Office, EA Team, EA Governance
- Tips for Implementing an EA
- Q&A

Demystifying EA

Enterprise Architecture is a system of policies, processes, information, models, and tools for making intelligent, informed decisions.

What is Enterprise Architecture?

Defining EA

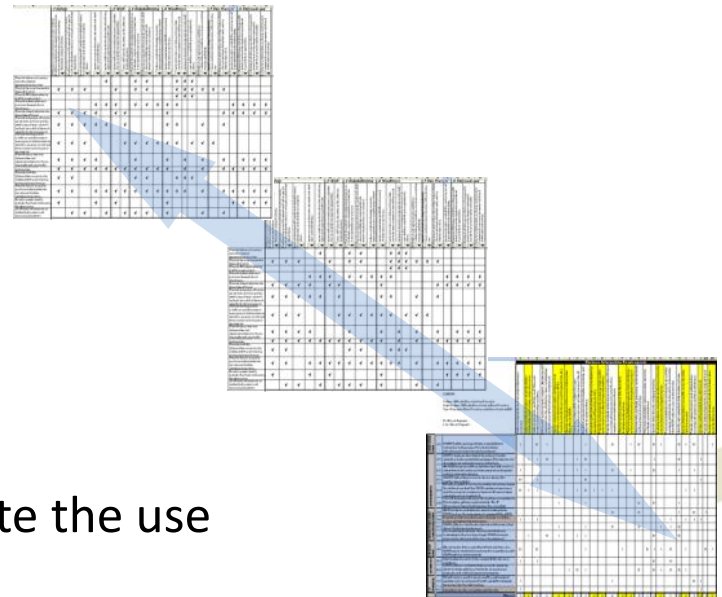
- **Enterprise Architecture as a description of the enterprise**
 - Current State, Baseline, As-Is EA
 - Used in management of the enterprise
 - Used as a starting point for planning
 - Target, To-Be, Future EA
 - Sets the direction for planning
 - Forms the framework for decision making

EA Describes the Enterprise

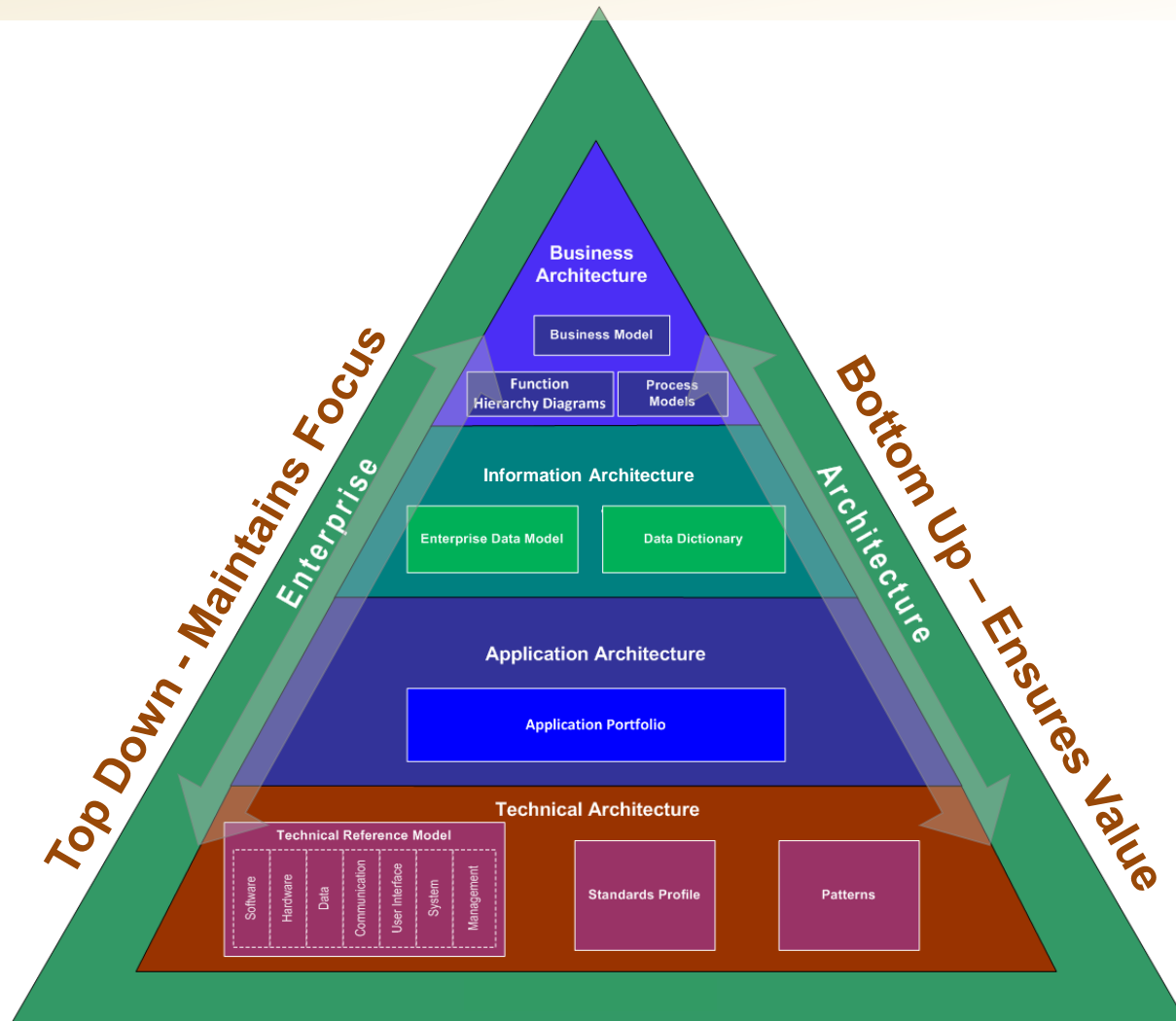
- **Elements of an EA Description**
 - Business Drivers
 - Mission, goals, objectives
 - External drivers
 - Principles
 - EA principles
 - Technical principles
 - Models
 - Business
 - Information
 - Technical

Elements of an EA System

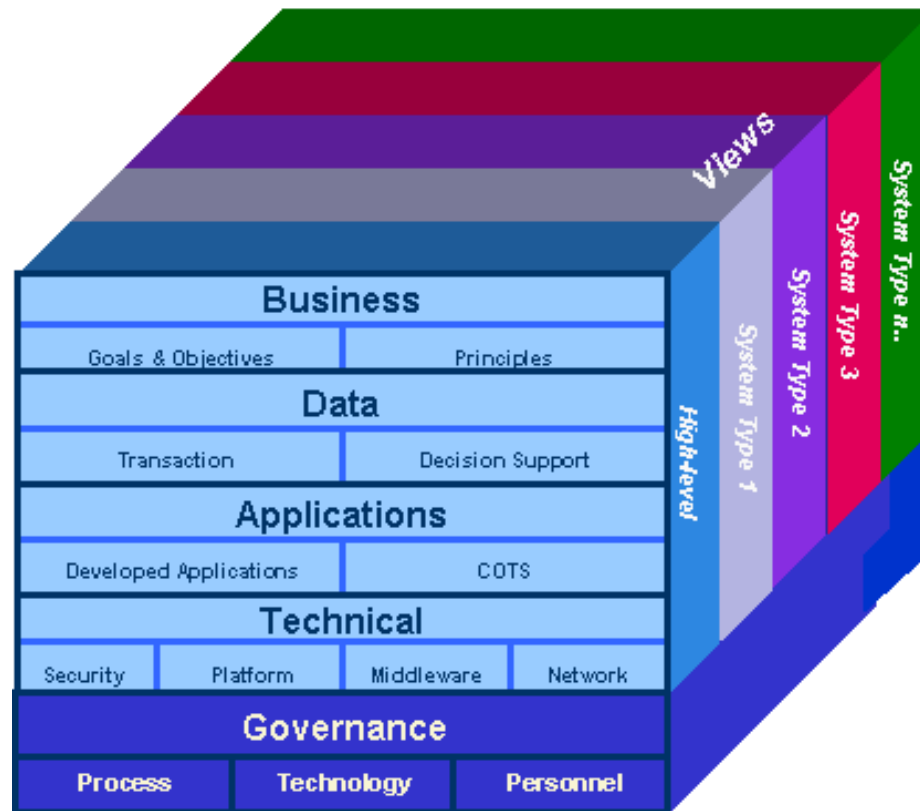
- **Artifacts** – Documents, matrices, diagrams, and specifications represent the state of the organization as an enterprise
- **Models/Frameworks** – organize the artifacts for use and maintenance
- **Processes** – guide the use and maintenance of the architecture
- **Tools**- follow the framework and automate the use and maintenance of the architecture
- **Organization/Governance** – facilitate, maintain, and use the EA to make sound decisions



Conceptual EA Model



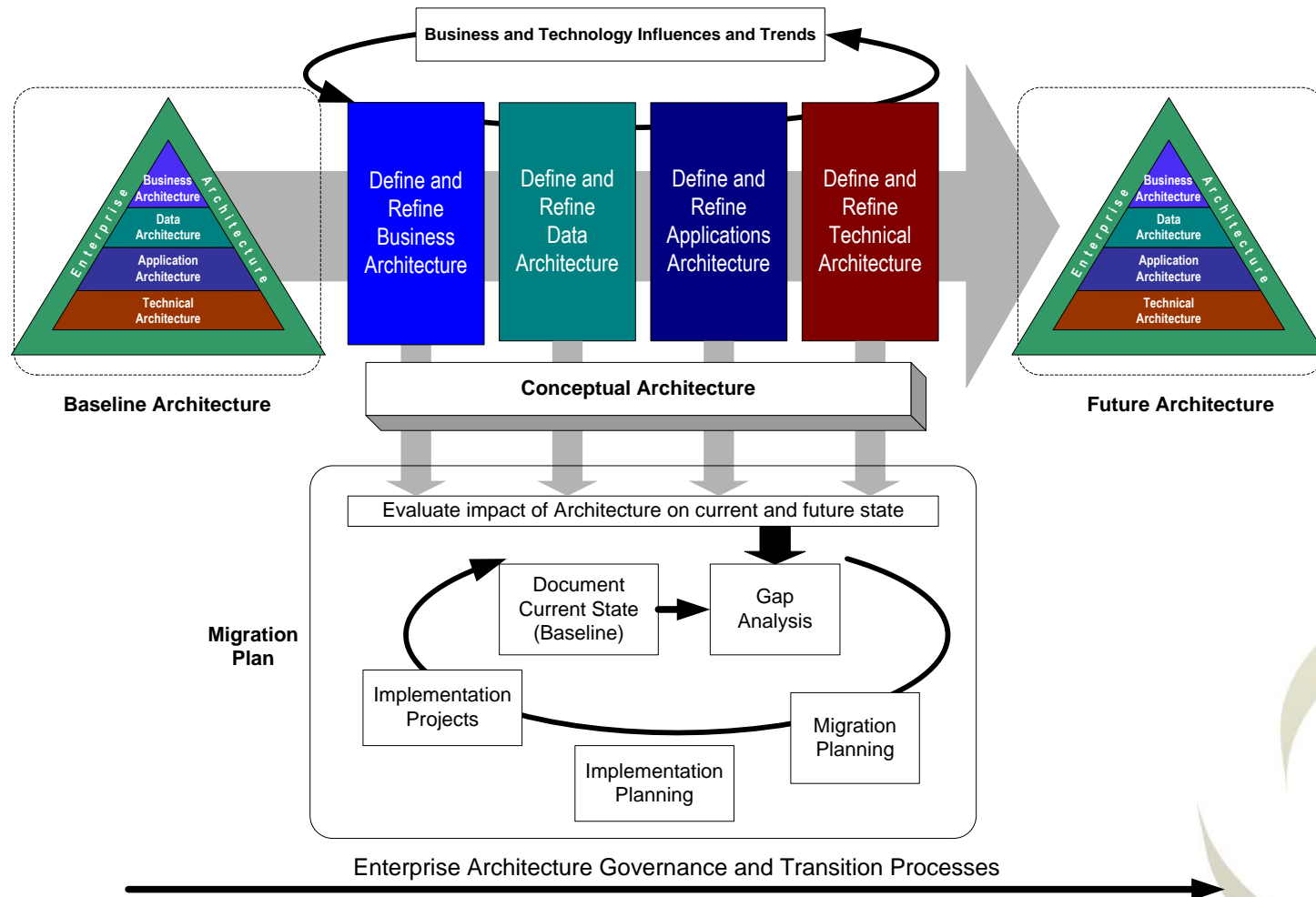
Technical Reference Model



EA Frameworks

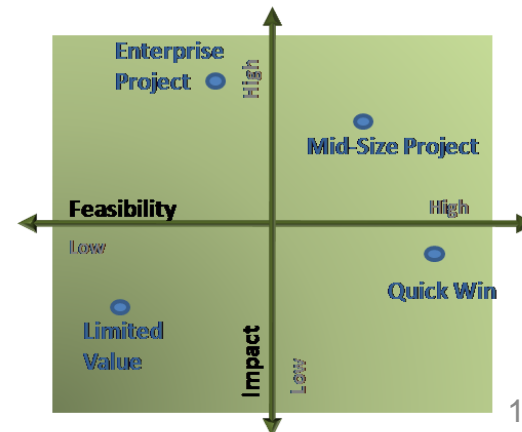
- **Industry examples**
 - Zachman
 - TOGAF
 - FEAF
 - NASCIO
- **Hybrid/Custom Frameworks**
 - More flexible
 - Less intimidating
 - Can incorporate elements from industry frameworks

Architecture Process Model



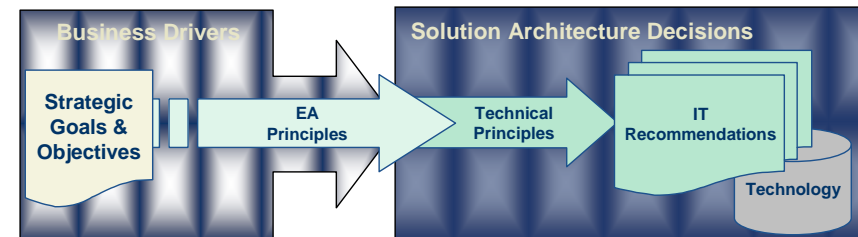
EA as a Strategy Tool

- **Business IT Alignment**
 - EA institutionalizes and systematizes the concept of business driving IT
- **Strategic Planning**
 - EA operationalizes the decisions made in the annual and long-range business and IT strategy



EA as an IT Management Tool

- **IT Procurement**
 - EA can improve the speed of procurement
 - EA can improve the efficiency of procurement
- **IT Implementation**
 - Standard configurations
 - Integration into a known state
- **Support and Operations**
 - Real time as-built information
 - Proactive solutions to issues
- **Maintenance and Upgrade**
 - Configuration management
 - Change control



The EA Office

- **Role of the Office**

- Facilitates the EA processes for maintenance and use (enforces compliance with the process)
- Maintains the EA framework, artifacts, and tools
- Champions the architecture and its value
- Educates business and IT on how to use and maintain the EA
- Objective analysis and R&D

- **EA office does not...**

- Pontificate
- Dictate
- Obstruct



The EA Team

- **EA Core Team (aka EA Office)**
 - Chief Architect
 - 2-5 Domain Architects
- **EA Extended Team**
 - Business and IT Representatives
 - Component Architecture Leads and Experts

EA Governance

- **EA Governance Bodies**

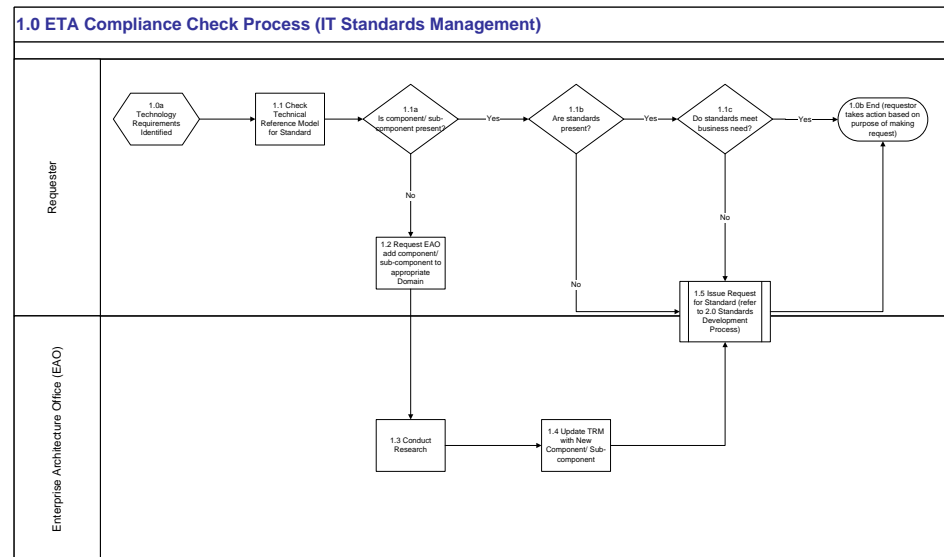
- Hierarchical starting with the core team
- One or two levels of escalation
- Business and IT collaboration at all levels

- **Escalation Process**

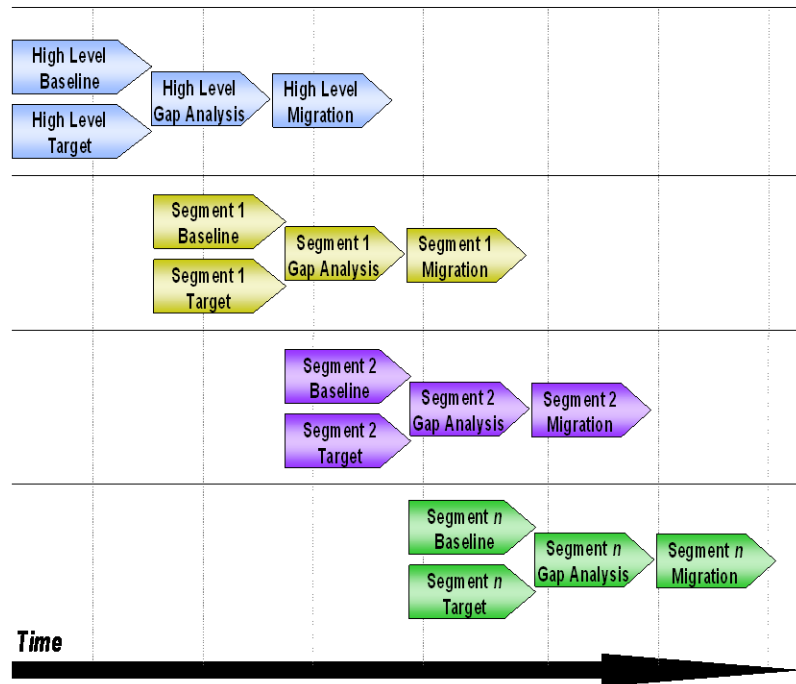
- Decisions are made at the lowest appropriate level
- Rules guide escalations based on scope or conflict

- **Exception Process**

- Exceptions must exhaust compliance options
- Exceptions must be business based
- Time or scope bound exceptions are preferred



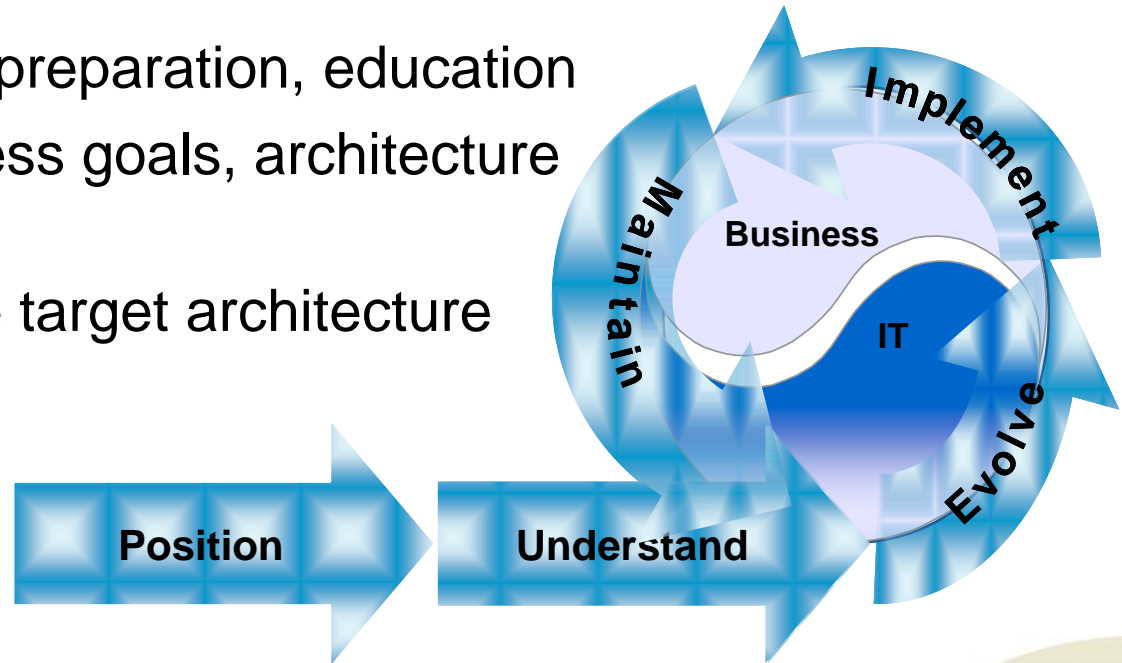
Tips for Implementing an EA



- **Start with the business**
 - Engage the business from the start
- **Be careful of focusing on the as-is**
 - This trap may relegate the EA to a documentation exercise (and a failure)
 - Just enough baseline, just in-time
- **Divide and Concur**
 - Focus on developing the EA by selected components
 - Use an iterative approach

A Five Phased Approach

- **Position** – Planning, preparation, education
- **Understand** – Business goals, architecture principles
- **Evolve** – Develop the target architecture



- **Implement** – Effectuate the architecture and imbed it into the organization
- **Maintain** – Establish ongoing processes for the continuation of the cycle

Conclusion

- **The EA process is how value is realized from models and artifacts**
- **EA teams are primarily process owners**
- **EA starts and ends with the business**
- **Establishing EA iteratively is the key to success**
- **Showing value early will keep EA on track and well supported**

Questions and Answers

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